

Executive Registry
7-4275

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By: 35

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EYES ONLY

MEMORANDUM FOR: Director of Personnel
 Deputy Director (Intelligence)
 Deputy Director (Plans)
 Deputy Director (Support) ✓

SUBJECT: Separation Report for July 1955

1. Each month I read all of the Separation Reports prepared by the Office of Personnel reporting interviews with staff employees terminating their employment with the Agency. I find these a valuable indication of employee morale and general organizational efficiency. Needless to say, it behooves this Agency to keep employee turnover at an absolute minimum not only in the interest of economy, but of security.

2. --I have, on occasion, raised the question of separations at the Director's staff meetings. However, the separation reports for July are startling to such a degree that I would like to call them to your personal attention. Most of these statistics are my own rapid calculations, and may be subject to a small margin of error.

a. A total of 170 employees left the Agency during July 1955, which seems to be unusually high.

b. Of those that left, 17--10 per cent--were GS-12 or above--supervisors or senior specialists; again a high percentage of loss for top-level personnel.

c. Of those that left, 53--37 per cent-- had been with the Agency three years or more. Note that all of these employees would be eligible for career service; should have long since decided whether to make the Agency a career; were seasoned employees who should have been valuable. While there were obviously some whose loss was unavoidable, the percentage is too high.

d. Of those that left, 57--34 per cent-- had been with the Agency less than a year, some for quite a short time. Here again the percentage is too high and indicates the need for more selectivity in recruiting, and the obtaining of some assurance from potential employees that they have intentions of staying with the

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Agency. Admittedly such assurances are unenforceable, but at least the individual can be made to realize that clearance is a costly process and that there is a moral obligation involved. Further, we might extend Employee Services to help new employees-- particularly clerical--get settled in Washington.

a. Only 17--10 per cent--were listed as involuntary separations, and too high a percentage were recommended for re-employment. In many instances a person other than the supervisor, and sometimes of a much lower grade than the individual terminating, was listed as having indicated that the employee was or was not recommended for re-employment. This, in effect, defeats a purpose of the Separation Reports, for it represents a failure to discriminate between the good personnel who the Agency would want back in an emergency, and the mediocre or poor personnel.

3. In view of the importance of keeping the turnover of Agency personnel down, and also of the utility of the Separation Reports as a clue to employee conditions in various components, I have the following recommendations to make.

a. That the Individual Deputy Directors personally read the Separation Reports from their area; the Personnel Office should send them on an eyes only basis once a month. (NOTE: I would be very strongly against any delegation of this privilege, or against further dissemination, as adverse comments made by an employee might be used for black-listing or punitive action.)

b. That no individual below branch chief level be authorized to indicate whether an employee is or is not recommended for re-employment; that this recommendation be a signature; that all supervisors be enjoined to recommend only well-qualified employees for re-employment.

c. That the Personnel Office instruct all recruiters to ascertain to the best degree possible--perhaps even including a written statement of intent--the plans of the potential employee to stay with the Agency.

d. That the Personnel Office give consideration to expanding the EGD processing to include such matters, particularly in regard to clerical personnel, as arranging initial accommodations in Washington, meeting at train, etc.

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Loyan B. Kirkpatrick
Inspector General